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## CHAPTER 1 GENERAL

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1-1. **Purpose.** This regulation prescribes policy and procedures governing the Army Incentive Awards Program, including the PMRS for Gm employees

1-2. **Authority.** This regulation is issued under the authority of Federal Personnel Manual, chapter 451; Department of Defense Instruction 5120.16; General Orders 20, 1981; General Orders 55, 1970; section 1124, title 10, United States Code; section 5403, title 5, United States Code; section 4502, title 5, United States Code; section 5336, title 5, United States Code; and Department of Defense Instruction 1416.4. *PL 98-615, Nov 8, 1984; + 5CFR Part 640, PMRS*

1-3. **Applicability.** *TC IOI* a. This regulation applies to—

(1) All direct-hire Army civilian personnel (including US Army Reserve (USAR) technicians and foreign nationals) paid from appropriated funds.

(2) Nonappropriated fund employees eligible for noncash awards.

b. Portions pertaining to the Army Suggestion Program and to inventions and scientific achievements apply to all Active Army and USAR personnel, including cadets at the US Military Academy.

c. This regulation does not apply to Army National Guard (ARNG) personnel including ARNG technicians.

1-4. **References.** Required and related references are listed in appendix A.

1-5. **Eligibility for awards.** a. Former employees or military personnel, or the estates of deceased employees or military personnel, are eligible to receive awards for contributions made by such persons while employed by or on active duty with DA.

b. Employees of Army nonappropriated fund activities are not eligible to receive cash awards paid from appropriated funds; they are eligible for cer-

tain Army noncash awards granted under appropriate provisions of this regulation (see chap. 10).

c. Performance awards (bonuses and ranks) for members of the Senior Executive Service are covered by AR 690-900, chapter 920.

d. Awards based on on-the-job performance of Merit Pay employees are covered in AR 690-500, chapter 540. *TC IOI*

e. Foreign nationals employed under indirect-hire labor agreements with foreign governments are not eligible for awards under this regulation unless otherwise noted.

f. Federal employees and military personnel outside DA who submit suggestions on Army operations or otherwise qualify for an award are eligible under this regulation.

g. Noncareer Government officials and non-Government personnel are eligible for Public Service Awards.

1-6. **Explanation of terms.** a. The term "activities" refers to organizations, such as installations, field operating agencies, and activities subordinate to those cited in b below.

b. The term "major commander," as used in this regulation, applies to the following:

(1) Administrative Assistant to the Secretary of the Army.

(2) HQDA Staff agencies.

(3) Commanders of—

(a) US Army Training and Doctrine Command.

(b) US Army Forces Command.

(c) US Army Materiel Development and Readiness Command.

(d) US Army Intelligence and Security Command.

(e) US Army Communications Command.

(f) US Army Health Services Command.

(g) US Army Recruiting Command

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(h) US Army Military District of Washington.

(i) Military Traffic Management Command.

(j) US Army Criminal Investigation Command.

(k) US Army Corps of Engineers.

(4) Commanders of MACOMs overseas.

c. The phrase "office of primary interest (OPI)" is the office or organization with technical jurisdiction over the subject matter of the suggestion. It has the basic functional interest in primary responsibility for the specific operation, procedure, system, product, or equipment suggested.

1-7. Objectives. The objectives of the Army Incentive Awards Program are as follows:

a. Encourage civilian employees and military personnel to take part fully in improving Government operations.

b. Recognize and reward civilian employees and military personnel for suggestions, inventions, and scientific achievements, above those normally expected, that contribute to the efficiency, economy, or other improvement of Government operations.

c. Recognize and reward civilian employees for—

(1) Superior performance individually.

(2) Special achievements, individually or in groups, that contribute significantly to efficiency, economy, or other improvement of Government operations.

d. Insure that program or operational areas where superior work results may warrant consideration for awards are identified by the normal management review and control processes. (When such areas have been identified, cognizant supervisors should be requested to identify those employees deserving consideration for awards and submit proper recommendations.)

1-8. Policy. a. The Incentive Awards Program will be administered as a part of the Civilian Personnel Program. The Suggestion Program and the program covering cash awards for inventions and scientific achievements will be operated on a unified basis. The Incentive Awards Program will

be administered entirely on the basis of merit without regard to age, sex, race, color, religion, national origin, marital status, or physical or mental handicap.

b. Incentive awards activities will be coordinated to the fullest extent practicable with management improvement, the DA Productivity Improvement Program, industrial health and safety programs, value engineering and energy conservation, environmental quality, and other productivity and manpower utilization efforts. Recognition for such achievements will be by means of a Special Achievement Award (Special Act or Service). (See chap. 4.) Cash awards (Sustained Superior Performance Awards, Quality Increases, and cash awards for Special Acts or Services) will not be used as a means of avoiding, or as a substitute for, more applicable personnel action (e.g., promotion, training assignment, or appropriate reclassification action).

c. All levels of command will indorse and support the Incentive Awards Program to assure—

(1) Appropriate and consistent use of the various types of incentive awards.

(2) Active interest and participation by all personnel in the Suggestion Program and programs pertaining to awards for inventions and scientific achievements.

(3) Effective use of recognition devices.

(4) Full consideration of eligible Army employees for awards sponsored by other Federal and non-Government organizations.

(5) Exchange of information among MACOMs, military departments, and other Federal agencies when adopted suggestions may have wider application.

d. Publicity and other promotional measures will be used to obtain full understanding and participation of all personnel in the Incentive Awards Program. Appropriated funds may be used to purchase inexpensive items of no intrinsic value for use in promoting the Army Suggestion Program.

e. Suggestions will be evaluated fairly and processed as quickly as possible.

f. Commanders, staff officials, and supervisors will facilitate and encourage suggestion activity.

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*initiated by mgt when applicable criteria in this reg are met & failure to receive such an award is not a basis for a grievance or appeal.*

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They will both identify subjects or problems in which constructive ideas are desired and provide positive support to the Suggestion Program. Supervisors who have demonstrated unusual ability to stimulate participation will be given (letters of commendation or other) appropriate recognition.

g. Both an honorary and a monetary award may be granted to civilian and military personnel for the same act or achievement if the criteria for each award are met. The same act or achievement, however, cannot form the basis for more than one type of monetary or DA honorary award.

*Replaced by above #*  
h. Performance awards (Quality Increases, Sustained Superior Performance, and other honorary awards) are supervisor initiated and awarded at the discretion of management when applicable criteria provided in this regulation are met. Failure to receive such an award is not a basis for a grievance or appeal.

i. Management actions in connection with this regulation are subject to grievance procedures only when a violation of the applicable provisions has occurred.

j. Adverse actions based upon employee performance or conduct or Equal Employment Opportunity (EEO) investigations may be pending on employees nominated for honorary or cash performance awards. If so, action on the awards will be suspended until a determination can be made that granting of the award is not inconsistent with the proposed adverse action or final EEO determination and would not jeopardize the merits of the proposed action. This does not apply to awards for adopted suggestions.

k. The intent of the legislation establishing this program is to provide monetary or honorary recognition for civilian officers or employees of the Government who, by their suggestions, inventions, or superior accomplishments, contribute to the economy, efficiency, or other improvement of Government operations; or who perform special acts or services in the public interest in connection with or related to their official employment. Recognition should be awarded on a timely basis. It should not be awarded as a farewell gesture incident to separation or retirement. The foregoing also applies to military personnel, within the limits

prescribed by section 1124, title 10, United States Code.

1-9. Nonappropriated fund instrumentalities. a. AR 230-2 covers the Incentive Awards Program for nonappropriated fund instrumentalities.

b. Suggestions pertaining to appropriated fund activities submitted by nonappropriated fund personnel will not be forwarded to the pertinent Army organization for evaluation until the suggester—

(1) Understands that he or she is not eligible for a cash award if the suggestion is adopted.

(2) Consents to the use of his or her suggestion by execution of a waiver.

c. Cash awards are not payable under this program to appropriated fund employees for benefits accruing to nonappropriated fund organizations and activities.

1-10. Authority to approve cash awards. a. Major commanders may approve individual and group cash awards up to \$10,000, inclusive of awards approved by activity commanders. Nominations for cash awards in excess of \$10,000 must be forwarded to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, for review.

b. Major commanders may redelegate to subordinate commands or activities the authority to approve cash awards in any amount up to \$10,000.

1-11. Responsibilities. a. Secretary of the Army (SA). The SA will submit the following to the Office of Personnel Management (OPM):

(1) Award recommendations of over \$10,000.

(2) Recommendations for Presidential Awards.

(3) New or revised Incentive Awards regulations or plans (30 days before the proposed effective date of the regulation or plan).

(4) The required annual report on the Incentive Awards Program.

b. Deputy Chief of Staff for Personnel (DCSPER). The DCSPER will exercise staff supervision over the Incentive Awards Program Army-

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wide. The functions, including those portions of the program that apply to military personnel, will be staffed and administered at all levels as a part of the Civilian Personnel Program. Proper coordination will be effected with military personnel elements on military participation in the program.

*c. Army Incentive Awards Board.* This Board will make recommendations on incentive award nominations requiring SA approval and provide advice on matters relating to policy, regulatory criteria, and design of the more significant awards.

*d. Major Army commanders.* Major Army commanders will—

(1) Exercise staff supervision over Incentive Awards Programs within their command, including program planning and evaluation.

(2) Issue supplemental instructions for command-wide suggestion campaigns or competitions, when conducted.

(3) Establish supplemental recognition devices adapted to MACOM organizations.

(4) Approve or recommend approval of awards as prescribed in this regulation.

(5) Establish Incentive Awards committees, as needed, to—

(a) Consider those award recommendations requiring the approval of the major commander.

(b) Establish proper command goals consistent with departmental program objectives.

(c) Evaluate the total command Incentive Awards Program and develop feedback to subordinate activities.

(d) Assist subordinate activities in planning Incentive Awards Program activities.

(e) Recommend aspects of the program for special emphasis.

*e. Activity commanders.* These commanders will administer and promote the Incentive Awards Program. Commanders will take action or direct action to insure that—

(1) Supervisors are provided guidance and staff assistance in—

(a) Encouraging participation in the program.

(b) Initiating appropriate recognition actions for employee achievements.

(2) Publicity is given to the entire program.

(3) Information on the program is brought to the attention of all personnel.

(4) Program requirements established by HQDA and major Army commanders are accomplished; followup actions are taken in support of operating goals.

*f. Civilian personnel officers.* These officers at all organizational levels will—

(1) Provide positive program leadership and sufficient numbers of qualified staff to implement the Incentive Awards Program, including those portions that apply to military personnel.

(2) Provide training and orientation of all employees on how they may earn awards.

(3) Provide guidance and assistance to supervisors, managers, and Incentive Awards committees in carrying out their responsibilities under this program.

(4) Maintain required records and submit required reports.

*g. Information officers.* These officers at all levels will aid in publicizing and promoting the activities in support of the Incentive Awards Program.

*h. Supervisors.* Supervisors at all levels will—

(1) Initiate recommendations for appropriate awards for achievements or special acts or services.

(2) Encourage personnel to develop suggestions.

(3) Take prompt actions on suggestions submitted for evaluation.

*i. Commanders in foreign areas.* These commanders will develop and implement an Incentive Awards Program for indirect-hire foreign national employees. The program may include requirements prescribed by this regulation.

## 1-12. Organization of Incentive Awards Committees. *a. General.*

(1) One Incentive Awards Committee shall be established at each installation.

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an operating Civilian Personnel Office (CPO). This committee may also service all activities administered by the CPO despite command jurisdiction. These activities include military personnel, elements, units, or organizations based on the activity.

(2) If, because of size or distance, the use of one committee is not the most effective arrangement, two or more awards committees, particularly for large tenant activities, may be established. The CPO will have the same relationship to separate committees for serviced activities as to the installation committee. Commanders of serviced activities will approve awards for personnel under this jurisdiction when approval of the local commander is required. Action required above the activity level will be channeled through serviced command channels.

*b. Membership.*

(1) The commander will appoint at least five voting members to the committee. Any person who is eligible to take part in the program may be considered for membership.

(2) Committee members should be persons who have knowledge of the activity and its mission, are objective, demonstrate good judgment, and enjoy the confidence of the work force at large.

(3) Committees should include key persons from the major elements of the activity. Normally, they will include a representative from the Office of the Comptroller and the CPO.

(4) In organizations in which the work is mostly technical or scientific in nature, at least one committee member should have the pertinent background.

(5) Commanders will insure that females and members of minority groups are included in the membership of Incentive Awards committees at all command and activity levels.

(6) A nonvoting executive secretary will be assigned to perform necessary administrative duties.

(7) There may be substantial activity by military personnel in the areas of suggestions, inventions, or scientific achievements. If so, the

organizational element concerned with military personnel administration should be represented.

*c. Use of alternate members.* An ad hoc committee may be convened or alternate committee members may be designated to consider awards being recommended for employees who—

(1) Are members of the Incentive Awards Committee.

(2) Supervise or who are supervised by committee members.

(3) Are related to committee members.

**1-13. Functions of the Incentive Awards committees.** Incentive Awards committees will perform the following functions:

*a. Consider and present recommendations to the commander concerning—*

(1) Nominations for cash and honorary awards that exceed the approval authority delegated to subordinate officials.

(2) Nominations that are competitive, and involve the evaluation of accomplishments of several individuals or groups.

(3) Difficult, complex, or controversial cases. Such cases might arise as the result of an employee's request for reconsideration of a prior action.

*b. Assist the civilian personnel officer to—*

(1) Plan Incentive Awards Program activities.

(2) Determine aspects of the program to be given special emphasis.

(3) Implement new program features.

(4) Improve local techniques.

*c. Evaluate the effectiveness of the program in organizational units, including—*

(1) Analysis of results and trends.

(2) Appraisal of employee, supervisor, and management reactions.

*d. Conduct periodic postaudit reviews of selected adopted suggestions to determine whether anticipated savings are later realized. (These audits may be conducted at the request of the local Incentive Awards committees by internal review or other regularly constituted independent staffs*

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available to the commander of the local installation.)

e. Insure coordination of the Incentive Awards Program activities and publicity with related programs, such as the Industrial Health and Safety Program, and productivity and manpower utilization.

1-14. Relationships with unions. Union support of the Army Incentive Awards Program is encouraged under AR 690-700, chapter 711. Therefore, commanders and management officials will confer, consult, and negotiate, as appropriate, on the implementation and operation of the Incentive Awards Program, with unions holding exclusive recognition. Negotiated agreements must be consistent with the provisions of this regulation.

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## CHAPTER 2

### ARMY SUGGESTION PROGRAM

**2-1. General. a.** A suggestion is an idea submitted in writing by one or more eligible persons (civilian or military), intended to achieve one or more of the following:

- (1) Accomplish a job better, faster, or cheaper.
- (2) Simplify or improve operations, tools, methods, procedure, layouts, or organization.
- (3) Increase individual or group productivity or manpower utilization.
- (4) Conserve materials or property.
- (5) Promote health or improve working conditions.
- (6) Greatly reduce the likelihood of serious accidents.
- (7) Improve morale in terms of desirable and feasible personnel services, on-post welfare facilities, and personnel policy and practice.

**b.** An adopted suggestion is a suggestion that has been installed, or for which authoritative official action has been taken which indicates adoption and guarantees implementation in the immediate future.

**c.** Proprietary rights to a suggestion automatically expire 1 year after the date of final action thereon (i.e., adoption, partial adoption, or rejection).

**2-2. Eligibility requirements. a.** A suggestion will be considered when it—

- (1) Is submitted in writing before or within 90 calendar days after the date the suggestion is adopted.
- (2) Involves a proposal original to the installation as a whole.
- (3) Does not substantially duplicate, in content, a suggestion already being considered or a suggestion on which proprietary rights have not expired.

**b.** A suggestion will not be considered when any of the following apply:

(1) The suggester is ineligible to take part in the Army Suggestion Program (para 1-3 and 1-8).

(2) It appears to be a complaint or proposes changes in housekeeping practices or improvements in personal comfort.

(3) It merely recommends enforcement of existing rules or regulations. (*Note:* Suggestions for more effective procedures for enforcement are eligible.)

(4) It duplicates a suggestion for which proprietary rights have not expired.

(5) It was not submitted within the required time period (a(1) above).

(6) It substantially duplicates an idea currently under consideration by any board, committee, organization, or official of DA even though the suggestion may antedate the final decision to implement the idea.

**c.** Eligible persons who make suggestions to improve materials or services purchased from a contractor may receive an award if the improvement results in tangible or intangible benefits to the Government. An example is a reduction in the cost of a product being purchased. Such suggestions should be sent to the suggester's employing installation so that the Government may propose the improvement to the contractor. Submission of the suggestion through Government channels is important to insure the origin of the proposal and the benefits to the Government are identified. Awards are not payable to employees or military members based upon benefits accruing to a contractor.

**2-3. Suggestion processing procedures. a.** Suggestions will be submitted on DA Form 1045 (Suggestion) to the Incentive Awards Administrator located in the CPO or to a designated suggestion coordinator. Suggestions pertaining to publications or equipment improvement may have a completed DA Form 2028 (Recommended Changes to Publications and Blank Forms) or DA Form 2407 (Maintenance Request), respectively, attached to the DA Form 1045.

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b. Each suggestion received by the Incentive Awards Office will be checked against incentive awards files to avoid duplicate awards. Submissions that meet the definition of a suggestion (para 2-1) will be assigned a number and a meaningful title. Receipt of the submission will be acknowledged promptly. The number and title will be used on any correspondence prepared during the processing of the suggestion.

c. The Incentive Awards Office will return a submission to the suggester without assigning a number and title when the suggestion duplicates a previous suggestion or fails to meet the definition of a suggestion.

d. Suggestions that meet the eligibility criteria will be referred promptly to the office of primary interest (OPI) at the installation level for investigation, evaluation, and report as to adoption. The OPI is the office or organization with technical jurisdiction over the subject matter suggested. It has the basic functional interest in, authority over, and primary responsibility for the specific operation, procedure, system product or equipment suggested.

e. If a suggestion is adopted, the Incentive Awards Administrator will audit its evaluation and computed savings to be sure that the evaluation complies with regulations and is mathematically accurate before transmitting it to the finance and accounting office for payment of the award. He or she will determine whether the amount of award recommended is in accordance with tangible and/or intangible awards scales. If benefits are less than \$250, the adopted suggestion will be recognized by a letter of appreciation or a locally devised certificate.

2-4. Evaluation procedures. a. Suggestions will be evaluated as soon as possible using DA Form 2440 (Suggestion Evaluation). Full consideration will be given to the suggestion and any developments resulting from its submission. When an evaluation cannot be completed within 45 calendar days after receipt of the suggestion, the suggester will be informed by the Incentive Awards Office. The suggester also will be furnished interim progress reports either in writing or by telephone.

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Reasons for the extended evaluation time should be given.

b. When a suggestion is desirable and practical, and within the authority of the evaluator of the evaluator to adopt, the evaluation will include the following data:

(1) A commitment as to how and when it was or will be placed in operation.

(2) An estimate of the annual savings and benefits, together with an explanation of the method used in making this determination.

(3) An explanation of the type and relative importance of intangible benefits, if any. Examples of such benefits are increased safety, improved working conditions, and benefits to health or morale.

(4) A statement as to the extent of application.

(5) When applicable, an estimate of offsetting costs of implementing the suggestion.

c. When a suggestion has been adopted at the local level and is recommended for wider application, the OPI will forward it, with its evaluation, to the next higher OPI.

d. When a suggestion is considered practical but cannot be adopted locally, the OPI will forward it, with its evaluation, to the next higher OPI.

e. When suggestions are referred to the next higher office, a copy of the evaluation will be sent to the local Incentive Awards Office for information.

f. Each echelon to which a suggestion is appropriately referred must make a complete evaluation. Inclusion of complete evaluations on DA Form 2440, recommending adoption, is necessary and helpful to the final evaluating authority.

g. Suggestions to be considered within the Office of the Secretary of Defense (OSD) will be referred to the OPI. Such referrals will contain a clear, concise statement as to what action is expected of the evaluator, and a recommendation as to whether the idea should be adopted and the reasons. OSD will also coordinate with the other Services and Defense agencies.

h. Suggestions considered of value to, or



HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC

08 July 89

\*AR 672-20  
Interim Change  
No.  
Expires **I03**

Decorations, Awards, and Honors

Incentive Awards

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Justification. This interim change transmits revised Chapters 4, 5 and 6 of AR 672-20 and includes minor changes in other chapters. The interim change is required because of the enactment on 8 November 1984, of Title II of Public Law 98-615 (Civil Service Retirement Spouse Equity Act of 1984). This law is retroactive to 1 October 1984. This regulation must be used for all GM Performance Awards approved subsequent to 30 June 1985.

Expiration. This interim change expires 2 years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1984, is changed as follows:

Page 1-1. Paragraph 1-1 is superseded as follows:

1-1 Purpose. This regulation prescribes policy and procedure governing the Army Incentive Awards Program.

Page 1-1. Paragraph 1-2 Authority, add:

Public Law 98-615, November 8, 1984; and 5 CFR Part 540, Performance Management and Recognition System.

Page 1-1. Subparagraph 1-5d is deleted.

Page 1-3. Subparagraph 1-8h is superseded as follows:

Except for GM employees rated Exceptional, performance and honorary awards are initiated by management when applicable criteria in this regulation are met and failure to receive such an award is not a basis for a grievance or an appeal.

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\*This interim change supersedes Interim Change I01, to AR 672-20, dated 31 July 1985.

Page 4-1. Chapter 4 is superseded as follows:

#### CHAPTER 4

### SUPERIOR ACCOMPLISHMENT AWARDS - SPECIAL ACT OR SERVICE AWARDS

#### 4-1. General

a. A Special Act or Service Award is a cash Superior Accomplishment Award given to recognize a meritorious personal effort, act, service, scientific or other achievement accomplished within or outside assigned job responsibilities. All appropriated fund employees are eligible for this award.

(1) The act, service, or achievement must result in tangible and/or intangible benefits to the Government and may involve more than one employee. This award may be given whenever benefits are identified.

(2) The cash award ranges from \$25 to \$25,000, depending on the achievement being recognized. (An additional award may be approved at the discretion of the President.) Except for the On-the-Spot Cash Award, all Special Act or Service Award amounts will be determined using the cash award criteria for tangible or intangible benefits for suggestion awards, and will be processed in accordance with applicable provisions of Chapter 2.

(3) The Special Act or Service Award is particularly appropriate to recognize short term accomplishments:

- (a) In a regularly assigned position;
- (b) During a detail;
- (c) At the conclusion of a successful special project;
- (d) When performance or honorary awards are not appropriate.

(4) This award is also appropriate for recognition of civilian employee ideas or improvements resulting in tangible or intangible benefits that cannot be recognized under the Army Suggestion Program.

(5) When an award is made for an accomplishment within job responsibilities, the act or service must significantly exceed normal expectations.

(6) This award is not to be used as a substitute for other personnel actions, pay or other forms of recognition (e.g., SES Presidential Ranks or Bonuses, Performance Awards, misclassification of jobs, or retirement/separation recognition).

(7) The act or service to be recognized must not have served either wholly or in part as the basis for a previous superior accomplishment cash award.

(8) Receipt of a Special Act or Service Award as well as other Superior Accomplishment Awards will be considered when employees are being considered for promotion (see AR 690-335-1, Appendix B).

b. Provisions of this chapter pertaining to scientific achievements apply to soldiers as well as civilian employees.

c. A scientific achievement is defined as:

(1) An act, deed, or accomplishment that established a scientific or technological basis for later technical improvements of military or national significance.

(2) A scientific or technological accomplishment of such quality and effectiveness as to have materially advanced the research and development (R&D) achievements of an activity, group, or project.

(3) A significant scientific or technological achievement that contributes materially to the welfare of the armed services and the Nation.

(4) An article accepted for publication in a scientific publication.

(5) A technical paper presented to a professional society that constitutes a substantial contribution to scientific knowledge.

#### 4-2. Nominating Procedures

a. An employee's supervisor or any individual having direct knowledge of the act, service, scientific or other achievement, in coordination with the employee's supervisor, may initiate an award nomination. Nominations should be submitted within 30 calendar days after the act, service, or achievement to be recognized. Final action should be taken within 30 calendar days thereafter unless it is necessary to forward nominations to higher headquarters.

b. DA Form 1256 (Incentive Awards Nomination and Approval) will be used to submit recommendations for this award. When the recommendation is based on measurable tangible benefits, the supporting data will show in detail how these benefits were computed. Recommendations based on intangible benefits will identify the value of benefits and extent of application appropriate for the achievement to be recognized (Table 2-2).

c. DA Form 2443 (Commendation Certificate) may be given with cash awards made under this chapter.

#### 4-3. Approval Authority

a. Major commanders may approve cash awards (individual and group) up to and including \$10,000.

b. Major commanders may redelegate all or a portion of this approval authority to subordinate commands or activities.

c. Recommendations for awards in excess of \$10,000 will be forwarded through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310-0300, for review and appropriate action by the Board.

d. Commanders should delegate approval authority to the lowest level to expedite processing; however, the approving official must be at a level higher than the individual who recommended the award.

#### 4-4. On-the-Spot-Cash Award

a. The On-the-Spot (OTS) Cash Award is a small Special Act or Service Award (\$25 to \$250) which may be given by a supervisor for day-to-day accomplishments of subordinate employees.

b. The DA Form 1256 will be used to process the OTS. In addition to completion of Part 1 of the form the following documentation is required:

- (1) Short description of the employee's achievement.
- (2) Indication that the award is an OTS.
- (3) The amount of the award.
- (4) The signatures of the nominating and approving officials.

c. Processing of the OTS will be accomplished as expeditiously as possible. Local procedures should be developed to assure that total processing time does not exceed 30 days.

Page 5-1. Chapter 5 is superseded as follows:

### CHAPTER 5

#### PERFORMANCE AWARDS

##### 5-1. General

A Performance Award consists of a monetary award and a DA Form 2443 (Commendation Certificate) given in recognition of high-level performance for a specific period. This award is used to recognize all appropriated fund employees, except SES employees.

##### 5-2. Criteria

a. Employees with an Exceptional or Highly Successful rating of record for the most recent rating period may receive this award.

b. Employees who exceed the minimum requirements for a Fully Successful rating of record for the most recent rating period, with at least one critical element exceeded, may receive a Performance Award.

c. All GM employees rated Exceptional for the most recent rating period must receive a Performance Award.

d. To be eligible for this award, a GM employee must be in the GM position on the last day of the rating period for which performance pay decisions are being made.

e. Commanders will determine whether a GM employee who cannot be given a rating of record for the current performance rating year will be given a performance award based on an extended rating.

### 5-3. Nominating Procedures

a. The employee's immediate supervisor is responsible for initiating the nomination on DA Form 1256 (Incentive Awards Nomination and Approval).

b. Documentation for this award will consist of an Exceptional, Highly Successful or Fully Successful rating of record for the most recent rating period which shows how the nominee exceeded the job elements.

c. Nominations should be submitted within 30 days of approval of the rating.

### 5-4. Approval Authority

a. Commanders should delegate approval authority to the level at which comparable authority lies for significant personnel management actions and effective control can be exercised.

b. The approving official must be at least one level above the level of the nominating official and must be the official responsible for the awards (budget of the unit). When the Commander is the rating supervisor, higher review/approval of the award is not required (unless the dollar amount of the award exceeds the commander's delegated approval authority).

### 5-5. Amount of Award

a. Performance Awards will be computed as a percentage of pay with a maximum award of 10% of employee's base pay.

b. Unusually exceptional employees may receive awards up to 20% if approved by the MACOM commander. Unusually exceptional performance surpasses the normal requirements for the Exceptional rating and should be fully documented. For example, an unusually exceptional employee's contribution to mission accomplishment/organizational effectiveness would be easily identified, documentable and clearly superior to others rated Exceptional.

\* { c. MACOM commanders will assure that, at the same grade level, GM employees rated Exceptional receive larger dollar awards than GM employees rated Highly Successful, and GM employees rated Highly Successful receive larger dollar awards than GM employees rated Fully Successful. This organizational requirement, and the responsibility to assure that it is carried out, may be redelegated to those subordinate commanders who have responsibility for managing performance awards budgets. An employee promoted within 12 months prior to the end of the rating period need not receive a larger dollar award than employees at the same grade level who have lower ratings.

d. Generally, within the same organizational element, non-GM employees with higher ratings should also receive larger dollar awards than employees at the same grade level who have lesser ratings.

e. Performance awards given to GM employees rated Exceptional must be a minimum of two percent (2%) of the employee's base pay. The rate of basic pay on the last day of the appraisal period shall be used to calculate the award.

#### 5-6. Budgeting for Awards

a. Major commanders are responsible for assuring that fiscal year funds are budgeted and paid out for GM employee Performance Awards as follows:

(1) Minimum of .95% of aggregate base payroll of GM employees in FY 87;

(2) The minimum will increase according to OPM regulations each year to 1.15% of aggregate base payroll of GM employees by FY 89;

(3) Maximum of 1.5% of aggregate base payroll of GM employees.

b. As a minimum, at the beginning of each fiscal year each MACOM shall prepare an estimate of the GM Performance Awards budget, including funding levels used. The estimate will be based on GM pay and consider the following factors:

(1) The number of GM employees during the previous year;

(2) The aggregate rates of basic pay for these employees;

(3) Significant changes in the number of these employees expected in the current fiscal year due to attrition, reorganization, expansion or reduction in force;

(4) The distribution of performance ratings in the organization; and

(5) The amount of general increases and merit increases that will be paid to GM employees in the current fiscal year.

c. Commanders should assure that records of Performance Awards and other awards are maintained so that:

(1) Awards programs can be evaluated locally; and

(2) Data for reports which may be required by Congress or OPM are available.

d. Commanders are responsible for assuring that adequate funds are budgeted for Performance Awards for non-GM employees. It is recommended that a minimum of .95% and a maximum of 1.5% of aggregate base payroll of these employees be budgeted for these awards.

#### 5-7. Policy

a. Nominations for Performance Awards should be submitted within 30 calendar days from the approval date of the annual rating. Final action should be completed within 30 days thereafter.

b. Except for GM employees rated Exceptional, employees will not be nominated automatically for a Performance Award based on their rating. Performance Awards should be used both to reward past performance and as an incentive to stimulate future high-level performance of the awardee and his or her peers.

c. Organizational accomplishments, including the employee's overall contribution to mission accomplishment, should be major considerations when recommending/approving Performance Awards for individual employees.

d. An employee should never be informed that he or she is under consideration for, or has been nominated for, a Performance Award. Such an action may create a serious morale problem if the award is eventually not approved.

e. The Special Act or Service Award, rather than a Performance Award, is used to recognize special one-time individual contributions or achievements resulting from short periods of service in which tangible or intangible benefits are identified.

f. Nominations for a Performance Award will not be approved when:

(1) Prompted solely by the impending departure of a supervisor or an employee; or

(2) Prompted solely by the fact that the employee is currently at a pay rate subject to legal limitation (pay cap); or

(3) An employee has received a previous Performance Award based in whole or in part on the performance currently being recommended for recognition (except when a GM rating of record is extended, see 5-2e. above).

g. Receipt of one or more awards for a suggestion, invention, scientific achievement or a special act or service during a period of high level performance does not prevent the receipt of a Performance Award unless the nomination for the Performance Award is based on the same accomplishment(s) for which the previous award(s) was granted.

h. Receipt of a Performance Award will be considered when employees are being considered for promotion (see AR 690-335-1, appendix B).

Page 6-1. Chapter 6 is superseded as follows:

## CHAPTER 6

### QUALITY STEP INCREASES

#### 6-1. General

a. A Quality Step Increase (QSI) consists of an additional within-grade pay increase and a DA Form 2443 (Commendation Certificate) given in recognition of exceptional performance.

b. The QSI may be given only to General Schedule (GS) employees.

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## CHAPTER 6

### QUALITY STEP INCREASES

**6-1. General.** A Quality Step Increase (QSI) consists of an additional within-grade pay increase and a DA Form 2443 (Commendation Certificate given in recognition of high-quality performance significantly above that ordinarily required to accomplish the duties of the concerned position.

**6-2. Eligibility requirements.** *a.* Employees in all GS grades are eligible to receive the QSI.

*b.* The high-quality performance must cover a total of not less than 12 months' performance of the same or substantially the same duties.

*c.* Performance must exceed performance standards (other than absolute standards) for all major job elements and must be of such quality that it could only be achieved by the most exceptional employee.

**6-3. Nominating procedures.** *a.* The employee's immediate supervisor is responsible for initiating the nomination on DA Form 1256 (Incentive Awards Nomination and Approval).

*b.* Documentation for the QSI will include the following:

(1) A current (within 60 days) Exceptional performance appraisal covering a 12-month period, or justification that documents performance required in paragraph 6-2c above, along with a copy of the employee's most recent performance appraisal.

(2) A statement by the nominating supervisor certifying that, based on past experience, the high-level performance of the nominee is likely to continue.

*c.* Local processing will be consistent with the above and with guidance in FPM, chapter 451.

**6-4. Approval authority.** Commanders should delegate approval authority to the level at which—

*a.* Comparable authority lies for significant personnel management actions.

*b.* Effective control can be exercised.

**6-5. Program guidance.** *a.* Nominations should be submitted within 30 calendar days after completion of the period of service to be recognized. Final action should be taken within 30 days thereafter. The total elapsed time between submission and final action should not exceed 60 days from the date of completion of the period of service to be recognized.

*b.* Employees should be nominated solely on the basis of individual performance that meets the established criteria. Nominations are not appropriate when the moving force is the impending departure of the employee or the supervisor.

*c.* Since the employee continues to enjoy the benefits from the QSI for many years, continuation of the high-quality performance will not form the basis for a later QSI while the employee is in the same position. If the employee continues to perform at the same high level for an extended period of time (e.g., 3 years or more), or at a significantly higher level, the supervisor may nominate the employee for a Sustained Superior Performance Award, or consider the employee for an honorary award.

*d.* Employees should not be informed that they are under consideration for or have been nominated for a QSI. Such actions may create serious morale problems if the nominations are not approved.

*e.* The Special Act or Service Award, rather than the QSI or Sustained Superior Performance Award, is used to recognize special one-time individual contributions or short, periods of superior service or performance.

*f.* A QSI may not be granted unless, at the time it becomes effective, the employee is expected to remain at least 60 days in the same or similar position at the same grade level.

*g.* Although otherwise merited, a QSI is not appropriate when the employee—



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- (1) Is nearing retirement.
- (2) Is transferring to another position within or outside the agency.
- (3) Is about to receive, or has recently received a promotion (other than as a result of a classification action).
- (4) Has not performed the same or substantially the same duties for the required period of time.
- (5) Has received a previous monetary award

based in whole or in part on the period of service currently being recommended for recognition.

h. The QSI will not change the effective date of the employee's normal within-grade pay increase; however, if a QSI places an employee in the fourth or seventh step or a grade, the waiting period for a regular within-grade increase is extended by 52 weeks under the graduated waiting-period schedule prescribed by section 5335(a), title 5, United States Code.

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## CHAPTER 8

### HONORARY AWARDS AND OTHER RECOGNITION DEVICES

**8-1. The President's Award for Distinguished Federal Civilian Service.** *a.* This award, consisting of a gold medal and citation, is granted by the President of the United States. It stands at the pinnacle of the Government's system for granting awards to its employees for special efforts significantly above and beyond the requirements of their position. Only five of these awards are granted each year.

*b.* The achievements upon which a nomination for this award are based should have current impact in improving Government operations or serving the public interest. They should exemplify one or more of the following:

(1) Imagination in developing creative solutions to problems in Government.

(2) Coverage and perseverance against great odds and difficulties.

(3) High ability in accomplishing extraordinary scientific or technological achievement; in providing outstanding leadership in planning, organizing, or directing a major program of unusual importance and complexity; or in performing an extraordinary act of credit to the Government and the country.

(4) The importance of the achievements to the Government and to the public interest should be so outstanding that the employee is deserving of greater public recognition than that which can be granted by the Secretary of the Army (SA) or Secretary of Defense (SECDEF).

*c.* Nominations for this award should be submitted through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310. Nominations will be accepted on 1 December. They will be personally indorsed by the concerned MACOM commander. Nominees should have already received the Department of the Army Decoration for Exceptional Civilian Service Award and the Department of Defense Distinguished Civilian Service Award. Federal employees serving by Presi-

dential appointment in noncareer positions are not eligible for consideration for this award.

*d.* Nominations will be typed single-spaced, on one side of 8½- by 11-inch paper. They will be submitted in original and six copies in the format described in (1) through (3) below. One original and six copies of DA Form 1256 will accompany the nomination. Supporting or technical material also may be submitted as a supplement.

(1) *First page.* This will be a brief biographical sketch that will include the following information.

(a) Date and place of birth.

(b) Education and degrees conferred.

(c) Significant employment record.

(d) Type of appointment and grade.

(2) *Second page.* A proposed citation for the signature of the President, 50 to 60 words, in two-paragraph form, using upper and lower type, as appropriate, highlighting the significance of the nominee's achievements.

(3) *Additional pages.* These pages will contain not more than 2,500 words with topical headings as follows:

(a) *Summary of achievement.* Limit this information to one page. This should be stated in specific terms and include dates of achievement.

(b) *Additional details.* In nontechnical language, illustrate how the nominee was personally responsible. This should relate to the achievements listed in (a) above. Be specific as to dates of accomplishment.

(c) *Benefits.* Cite the specific benefits on improving Government operations or serving the public interest. Describe separately the tangible and intangible benefits.

(d) *Personal qualities.* Give examples of personal qualities of the nominee that made the achievement possible.

(e) *Other awards received.* Include a statement describing any other significant awards received.

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(f) *Published works.* List the nominee's published works in science, technology, or the humanities.

**8-2. Presidential Management Improvement Award.** *a. Eligibility.* Civilian and military personnel whose exceptional achievements significantly improve Government operations or the delivery of services to the public may be nominated for the Presidential Management Improvement Award. This award, which consists of a plaque, is granted by the President of the United States.

*b. Nomination.* At the end of each fiscal year, activity commanders will review contributions made by their personnel that have been recognized by a Presidential letter of commendation (para 8-1) during the fiscal year. They will recommend, for the Presidential Management Improvement Award, those contributions that they believe merit this recognition. Nominations will be prepared in the format shown in figure 8-1 and forwarded in original and six copies through command channels to reach HQDA(DAPE-CPL), WASH DC 20310, by 15 December. Nominations for this award and for the Presidential letter of commendation may be submitted at the same time.

**8-3. Department of Defense Distinguished Civilian Service Award.** *a.* Each year, the SECDEF awards the Department of Defense Distinguished Civilian Service Award to six DOD civilian employees whose careers reflect exceptional devotion to duty and extremely significant contributions of broad scope to the efficiency, economy, or other improvement in the operations of DOD. This award consists of a gold medal and citation certificate signed by the SECDEF. Awards are made in two categories as follows:

(1) For contributions or achievements primarily in the scientific field.

(2) For contributions or achievements in fields other than scientific.

*b.* Army nominations for this award should be made from among those employees who have been awarded the Decoration for Exceptional Civilian Service. In those instances in which the contributions or achievements are so outstanding as to warrant consideration for the DOD award, concur-

rent nominations may be submitted for both awards.

*c.* Nominations will be submitted in an original and six copies in the format shown in figure 8-2. Each copy should be in a separate folder. An original and six copies of DA Form 1256 will accompany each nomination. Nominations must be submitted through command channels and personally endorsed by the MACOM commander concerned. Nominations must be received by the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, not later than 1 November.

*d.* An individual who receives the Department of Defense Distinguished Civilian Service Award is eligible for a future grant of the same award if such consideration is based on a different achievement or service performed during a later period. A succeeding grant of this award will be recognized by the issuance of a bronze palm leaf ribbon attachment for the original medal.

**8-4. Decoration for Exceptional Civilian Service.** *a.* This award consists of a gold medal, rosette, and a citation certificate signed by the SA. It is the highest honorary award granted by the SA to Army civilian employees. All direct-hire DA Career employees are eligible for consideration. A nomination for this award will cover a minimum period of 1 year of service, except nominations for bravery, and must be submitted within 6 months after completion of the period to be cited.

*b.* Eligibility will be determined by measuring contributions against the level of achievement defined below; for example, the individual (group)—

(1) Accomplished assigned duties of major program significance to DA in such a way as to have been clearly exceptional or preeminent among all persons who have performed like or similar duties.

(2) Developed and improved major methods and procedures, developed significant inventions, or was responsible for exceptional achievements that effected large-scale savings or were of major significance in advancing the mission of DA, DOD, and the Federal Government.

(3) Exhibited great courage and voluntary

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risk of life in performing an act resulting in direct benefit to the Government or its personnel.

(4) Provided outstanding leadership to the administration of major Army programs in terms of highly successful accomplishment of mission or in the major redirection of objectives or accomplishments to meet unique or emergency situations.

c. Contributions and achievements already recognized by a Meritorious Civilian Service Award or other Army honorary award will not be included as part of the justification for the Decoration for Exceptional Civilian Service. Honorary recognition granted by others, such as a DOD award or a Presidential Executive Rank, would not preclude Army recognition based in whole or in part on achievements during the same period of service.

d. When this award is granted for a heroic act, such as described in b(3) above, a minimum cash award of \$500 will accompany the decoration. The words "FOR BRAVERY" will be inscribed on the reverse side of the medal.

e. Nominations will be submitted in original and six copies in the same format and contain the same information and documentation required for the President's Award for Distinguished Federal Civilian Service (para 8-1). DA Form 1256, in triplicate, will accompany each nomination. Nominations will be submitted through command channels to the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310. Nominations will be personally indorsed by the MACOM commander concerned.

f. Retirement, separation, or long periods of service do not, of themselves, constitute sufficient basis for conferring this award. With the exception of nominations for bravery, nominees must have established a demonstrable pattern of excellence and achievement which, in most cases, will have been recognized previously by awards up to and including the Department of Army Meritorious Civilian Service Award (para 8-5). When an individual who has not been so recognized is nominated for the Decoration for Exceptional Civilian Service, MACOM review will focus on whether a lesser recognition should be more appropriate. This is not to say that a lesser award is a prerequisite. Nominations for the Decoration for Exceptional

Civilian Service will be considered by the Army Incentive Awards Board solely against the criteria prescribed in paragraph 8-4b.

g. An individual who receives the Decoration for Exceptional Civilian Service may be eligible for a future grant of the same award if it is based on a different achievement or service performed during a later period. A succeeding grant of this award will be recognized by the issuance of a laurel leaf cluster (para 8-7).

8-5. Meritorious Civilian Service Award. a. This is the second highest DA honorary award and consists of the medal, rosette, and citation certificate. The award may be granted by the SA or a major commander. All direct-hire DA Career employees are eligible for consideration. A nomination for this award will cover a minimum period of 1 year of service, except nominations for courage and competence in an emergency. It must be submitted within 6 months after completion of the period to be cited.

b. Major commanders may redelegate approval authority for this award to any commander (major general or above) who heads a subordinate element that has a sufficient number of employees in positions where, based on past experience, outstanding achievements of the nature described in c below may be expected. A post audit review will be maintained to assure that criteria are met.

c. Eligibility will be determined by measuring contributions against the level of achievement defined below.

(1) Accomplished supervisory or nonsupervisory duties in an exemplary manner, setting a record of achievement, and inspiring others to improve quantity and quality of their work.

(2) Demonstrated unusual initiative and skill in devising new and improved equipment, work methods, and procedures, or conceiving inventions resulting in substantial savings in manpower, time, space, materials, or other items of expense, or improved safety or health of the force.

(3) Achieved outstanding results in improving the morale and performance of workers.

(4) Exhibited unusual courage or competence in an emergency, while performing assigned duties.

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ties, resulting in direct benefit to the Government or its personnel.

(5) Rendered professional or public relations service of a unique or distinctive character.

d. When this award is granted for an act, such as described in c(4) above, a minimum cash award of \$300 will accompany the medal.

e. Retirement, separation, or long periods of service will not constitute a sufficient basis for conferring the Meritorious Civilian Service Award.

f. Before making an award of this medal to a foreign national employee, coordinate with the American Embassy in the area to insure that the award will be compatible with the interests of the United States. Such coordination will be made a matter of record.

g. An individual who receives the Meritorious Civilian Service Award is eligible for a future grant of the same award if it is based on a different achievement or service performed during a later period. A succeeding grant of this award will be recognized by issuance of a laurel leaf cluster (para 8-7).

h. Nominations will be prepared in the same format and contain the same information and documentation required for the President's Award for Distinguished Federal Civilian Service (para 8-1).

#### 8-6. Commander's Award for Civilian Service.

a. This DA honorary award ranks directly below the Meritorious Civilian Service award. It consists of a medal, lapel pin, and certificate DA Form 4689 (Commander's Award for Civilian Service). Any commander at the O-6 level and above, commanders exercising court-martial authority, agency heads, or subordinate officials of general officer rank or civilian equivalent may approve this award. All appropriated and nonappropriated fund employees, US citizen and foreign national, are eligible for consideration. A nomination will normally cover a minimum period of 1 year of service.

b. Eligibility will be determined by measuring contributions to the activity against the level of achievement; for example, the individual (group)—

(1) Accomplished supervisory or nonsupervisory duties in an outstanding manner, setting an example of achievement for others to follow.

(2) Demonstrated initiative and skill in devising new or improved equipment, work methods, and procedures, or conceiving inventions that resulted in considerable savings in manpower, time, space, materials, or other items of expense, or improved safety or health of the work force.

(3) Demonstrated leadership in performing assigned duties that resulted in improved productivity of the unit.

(4) Rendered professional or public relations service that resulted in considerable favorable publicity in the area in which the activity or installation is located.

(5) Demonstrated courage or competence in an emergency, while performing assigned duties resulting in benefit to the Government of its personnel.

c. Employees who have established a pattern of excellence, as recognized through the previous receipt of one or more honorary or monetary performance awards should be considered for this award.

d. Retirement, separations, or long periods of service will not constitute a sufficient basis for conferring the Commander's Award.

e. Before awarding the medal to a foreign national employee, coordinate with the American Embassy in the area to insure that the award will be compatible with the interests of the United States. Such coordination will be made a matter of record.

f. Nominations will be initiated by the employee's supervisor on DA Form 1256 and concurred in at each level below the approval authority. A proposed citation of not more than 70 words, highlighting significant achievements, will accompany the nomination.

g. When the local commander does not have approval authority, nominations will be presented through command or agency channels to the level where there is approval authority. The local commander will sign the certificate on the lower left. The official approving the nomination

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will sign at the lower right. The title of the signer and date certificate was signed will be indicated below each signer's name. When the nominating official is also the approving official, the date the award is to be presented will be shown on the line at the lower left of the certificate and signature and title of the approving official on the line at the lower right.

*h.* An individual who receives the Commander's Award is not precluded from future receipt of the same award if any later consideration is based on a different achievement or service performed during a later period. Succeeding awards will be recognized by issuance of a laurel leaf cluster.

**8-7. Laurel leaf cluster.** A bronze, silver, or gold cluster of three laurel leaves and berries, symbolizing civilian honors and achievement, is available for attachment to the ribbon of the Decoration for Exceptional Civilian Service, Meritorious Civilian Service Award, and Commander's Award for Civilian Service, signifying second, third, and fourth awards, respectively. Medals will be presented with the proper cluster affixed to the suspension ribbon, centered on the middle white stripe, the leaves pointed upward.

**8-8. Certificate of Appreciation for Patriotic Civilian Service.** *a.* This award applies to individual employees or groups of employees only in those cases in which services rendered to DA are not job connected. Services provided must reflect patriotic off-duty activities of a public service type contributing to the mission accomplishment of an Army element or to the welfare of Army personnel.

*b.* The certificate and lapel button may be awarded to individuals and groups by the SA or by a MACOM commander for services provided Army elements under his or her jurisdiction. This authority may be redelegated to subordinate commanders at the discretion of the major commander concerned.

*c.* Recommendations will be initiated by the employee's superior on DA Form 1256 and concurred in by responsible officials. (Recommendations for granting the award by the SA will be personally indorsed by major commanders) and submitted to

the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310.

*d.* This award may also be used to recognize civilian employees for community service that reflects favorably on an Army activity or installation; for example—

(1) Donation of 5 gallons (40 pints) of blood to the American Red Cross Blood Bank or similar community blood bank.

(2) Significant participation in a service or voluntary organization.

(3) Participation in a disaster or other relief action, etc.

**8-9. Certificate of Achievement.** *a.* The DA Form 2442 (Certificate of Achievement) may be granted by major or activity commanders as honorary recognition for employee contributions.

*b.* Nominations for the Certificate of Achievement will be initiated by the employee's supervisor on DA Form 1256. Commanders may delegate approval authority to directors (normally the managers reporting directly to the commander).

*c.* Eligibility will be determined by measuring contributions against the level of achievement; for example, the individual (group)—

(1) Accomplished assigned duties in a commendable manner, demonstrating skill and initiative in devising and improving work methods and procedures that result in saving of manpower, time, space, or materials.

(2) Significantly improve employee morale and job performance.

(3) By personal diligence or initiative was directly responsible for meeting mission requirements or special workload projects involving unexpected difficulties and operational demands.

*d.* Citations on such certificates will not be worded so that the achievement appears to warrant a higher award or decoration.

**8-10. Secretary of the Army Award for Outstanding Achievement in Materiel Acquisition.**

*a.* This award consists of a silver medal, a lapel pin, and citation certificate signed by the SA. It is given for outstanding individual or team contribu-

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tions, by military or civilian personnel, to the timely, efficient, and economical acquisition of quality supplies and services. The award recognizes high-level achievement in project, materiel, and special management activities, procurement, and production efforts, and management of R&D. All direct-hire DA employees and active military personnel are eligible for consideration. A maximum of 10 awards may be presented yearly.

b. To be eligible for the award, an individual or team must have—

(1) Been assigned for duty in a staff or operating function in support of the materiel acquisition process for at least 1 year before the expiration of the period of service to be recognized.

(2) Made a significant contribution to the improvement of the materiel acquisition process (see table 8-1), as measured in part by—

(a) The complexity of the problem involved and the degree of initiative and originality displayed in solving it.

(b) The relative significance of the accomplishment in light of the overall activity mission.

(c) The possibility of direct application or adoption of the contribution by other activities.

(d) The improvement in program management.

c. Nominations will be submitted in original and six copies to contain the following information:

(1) Name, grade, MOS or series, and organizational title of nominee(s) with a brief statement of assigned duties.

(2) A clear and concise description of the achievements in sufficient detail to permit review and comparison against the criteria establishing in b.

(3) Biographical sketch of the nominee or for each of the nominees if more than one is involved.

(4) A statement as to whether the nominee has received any other award for this achievement.

(5) A proposed citation for the signature of the SA, 75 to 95 words, highlighting the achievements of the nominee.

d. Nominations must be submitted through com-

mand channels and be personally indorsed by the major commander. Nominations are made on a fiscal year basis and must be received by the Executive Secretary, Army Incentive Awards Board, HQDA(DAPE-CPL), WASH DC 20310, not later than 15 December each year. There is no limit on the number of nominations that may be submitted. When more than one nomination is submitted by a major command, the nominations will be ranked in order of the significance of accomplishments.

8-11. **Presidential Recognition Program.** a. Major achievements by civilian and military personnel that improve Government operations or the delivery of services to the public will be considered for personal letters of commendation from the President. Those of special significance will be considered yearly for the Presidential Management Improvement Awards (para 8-2).

b. Civilian and military personnel whose contribution (suggestions, inventions, or special achievements) are beyond job requirements and result in first-year measurable benefits of \$10,000 or higher, or represent exceptional management improvement contributions of equal benefit to the Government in areas that have high Presidential interest and concern, are eligible for nomination. Nominations may be made for an individual, a small working group, or for a team achievement that has received recognition under this regulation. However, they may not be made for units or organizations.

c. Nominations will be prepared in duplicate (in the prescribed format) together with one copy of DA Form 1256 or DA Form 2441, as applicable. Nominations will be submitted through command channels to HQDA(DAPE-CPL), WASH DC 20310, by a covering letter. The covering letter will be signed by the commanding officer of the activity. It will certify either the measurable benefits to the Government or the significance of the contribution within the area of Presidential interest.

8-12. **Department of the Army Promotion Certificate.** a. *Description.* DA Form 4592 (Department of the Army Promotion Certificate) is printed on certificate stock with the DA plaque printed on it.

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*b. Eligibility.* DA appropriated and nonappropriated fund civilian employees, including direct and indirect/hire local national employees, are eligible to receive this certificate. To be eligible, the employee must be employed by DA immediately preceding the permanent promotion action or be reemployed by DA after military service at a higher grade than that held previously. Changes between pay systems that result in pay increases and are properly processed as promotions are included except for those changes required by reduction-in-force actions.

*c. Preparation.* The certificate may be completed either by machine or by hand. It will include the employee's name, pay plan, grade, and the effective date of the promotion. The employee's organizational title may be entered below the employee's name. The appropriate signature block will be entered below the line provided.

*d. Authentication.* Commanders will establish appropriate levels of approval authority, consistent with the rank of the position to which the employee is promoted.

*e. Presentation.* The signatory official or designated official will present the certificate with appropriate ceremony in a way reasonably consistent

with military promotion ceremonies in the organization. Normally, the presentation will take place before or on the effective date of the promotion, but the certificate should be presented within 30 days following the effective date.

**8-13. Other recognition devices.** *a.* Letters of Appreciation or Commendation may be granted by supervisors for specific instances of above-standard performance or work achievements by an individual employee or a small group of employees that warrant special recognition but do not meet criteria for a higher or special-type award. Letters may be prepared by any supervisor or official having direct knowledge of the employee's acts, services, or performance warranting recognition. Such letters will be signed by the employee's supervisor or concerned official or by a higher level supervisor, consistent with local procedures.

*b.* Special plaques and other recognition devices may be established by activity commanders, consistent with MACOM policy. These recognition devices may be granted by activity officials when so delegated by activity commanders. No review or processing by the Incentive Awards committees is required unless provided for under special local procedures.



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**Nomination for (Year) Presidential Management Improvement Award**  
(Submit original and five copies)

Name:<sup>1</sup> \_\_\_\_\_ Organization: \_\_\_\_\_  
 Position Title: \_\_\_\_\_ Location: \_\_\_\_\_  
 Rank or Grade: \_\_\_\_\_ Agency: \_\_\_\_\_

1. Narrative justification including—
  - a. Areas of achievement upon which nomination is based.
  - b. Scope and importance of mission, function, service, or activity affected.
  - c. Extent of ingenuity, innovation, or dedication demonstrating initiatives beyond job responsibilities.
  - d. Results achieved, including benefits to the Government and impact on the organization. If tangible benefits result, specific, documented dollar amounts should be stated.
2. Previous awards received by nominee(s). (Include those granted within the Departments of the Army and Defense.)
3. Citation. A two-paragraph citation, not to exceed 80 words, describing the contribution, its benefit to the Government, and impact on the organization.

Contributions made by personnel of the Department of the Army, which received Presidential letters of recognition during fiscal year \_\_\_\_, have been reviewed. It has been determined that this contribution merits nomination for the Presidential Management Improvement Award.

I am pleased to forward this nomination for consideration.

\_\_\_\_\_  
 Secretary of the Army

<sup>1</sup> If group nomination, name of individual who led group effort.

*Figure 8-1. Sample format for nominations for the Presidential Management Improvement Award.*

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Nomination of (Name)  
for

Department of Defense Distinguished Civilian Service Award

I. Biographical Data.

A. General information.

Name:

Date of Birth:

Title and Grade:

Organization and Location:

Service Computation Date:

Length of Time with Present Agency:

B. Education:

Year	Degree	School	Major Field
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C. Significant employment. (List in chronological order beginning with present position.)

Years	Position Title (and grade, if applicable)	Organization
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D. Significant prior awards. (List in reverse chronological order beginning with most recent award received.)

E. Significant publications during the past 5 years. (List in reverse chronological order beginning with the most recent publication.)

F. Current membership in professional or scientific societies, civic organizations, etc.

G. Other significant biographical data pertinent to the award nomination.

II. Basic for Nomination. (Not to exceed 3 pages, single spaced.)

A. Summary of Achievement.

B. Additional facts and considerations pertinent to the nomination. (Include examples of personal qualities of the nominee that make the achievement possible, if these qualities were not described in the summary of achievement.)

III. Citation. (Prepare a double-spaced proposed citation for the signature of the Secretary of Defense. The citation will contain no more than 120 words and highlight the significance of the individual's achievements.)

IV. Synopsis. (See format below.)

*Figure 8-2. Sample format for nominations for Department of Defense  
Distinguished Civilian Service Award.*

AR 672-20

1 June 1982

## SYNOPSIS

Recommendation of (Name)  
for

Department of Defense Distinguished Civilian Service Award

A. Name.

Title and Grade:

Specific Field of Specialization:

Organization:

Location:

B. Education:

C. Highest Previous Award and Date.

D. Basis for Nomination. (Summarize in 300 words or less.)

Instructions. Begin each major heading (i.e., Biographical Data, Basis for Nomination, Citation, and Synopsis) on a new page. Two black and white photographs of the nominee will be included in two of the nominating folders.

*Figure 8-2. Format for nominations for the Department of Defense  
Distinguished Civilian Service Award—Continued.*

Table 8-1. Factors for Consideration in Appraising Achievements in Materiel Acquisition\*

Procurement and Production	Requirements		Research, Development, and Engineering
	Major Item Management	Secondary Item Management	
<ol style="list-style-type: none"> <li>1. Quality of procurement (e.g., source selection, suitability of contract types, quality of contract types, quality of contractual instruments, suitability of price negotiations, timeliness of actions).</li> <li>2. Extent and success of efforts to increase competition in procurement.</li> <li>3. Quality of production management (overall management effectiveness in administration of contracts, timeliness of contractual and production actions, use of contractor management systems, dollar savings by close administration, and management effectiveness of quality control).</li> <li>4. Initiative and originality employed in solving problems without regard to the dollar value of the procurements involved.</li> <li>5. Noteworthy accomplishment that furthers Army objectives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Actions to achieve early testing and fielding of equipment.</li> <li>2. Reduction of acquisition costs through analysis of requirements, cost reduction or avoidance, and value engineering.</li> <li>3. Improve item quality and cost through preparation of fully configured technical data packages.</li> <li>4. Early identification of requirements reductions compatible with anticipated force structures.</li> <li>5. Use of management techniques, e.g., DODI 7000.2 "Cost Schedule and Control System Criteria."</li> <li>6. Development and implementation of policy to improve the acquisition process through sound planning, programming, and budgeting of weapons systems requirements for procurement, training, support, maintenance, and disposal.</li> </ol>	<ol style="list-style-type: none"> <li>1. Quality of the secondary item estimates for apportionment; the base program and annual program estimates submitted to higher headquarters.</li> <li>2. Development of policies and procedures governing management and requirements determination, including acquisition, rebuild/overhaul and retrograde requirements, and line item stratification.</li> <li>3. Efforts to develop retention policies at the major subordinate commands.</li> <li>4. Improvement of an existing operating system in the secondary item area using existing resources.</li> <li>5. Originality employed in: <ol style="list-style-type: none"> <li>a. Reduction of inventory.</li> <li>b. Reduction of excess through material use.</li> <li>c. Accurate identification of parts for wholesale level stock.</li> <li>d. Reduction of zero balance items.</li> <li>e. Reduction of stock fund potential excesses.</li> <li>f. Solving problems in the secondary item area that furthers Army logistics objectives.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Collation and exploitation of foreign technical intelligence.</li> <li>2. Program preparation, coordination, and management.</li> <li>3. Management of international bilateral and multilateral research, development, and standardization programs.</li> <li>4. Management of product engineering to include advance production engineering, engineering in support of production and procurement, military adaptation of commercial items and product improvement.</li> <li>5. Management of research, exploratory development, and advanced development.</li> <li>6. Management of research, development, and engineering in a specific commodity area.</li> <li>7. Management of systems/projects.</li> </ol>

\*Not to be used as the total criteria for inclusion or exclusion of an achievement.

1 June 1982

AR 672-20

*WARR* SAVEREPLY TO  
ATTENTION OF

## DEPARTMENT OF THE ARMY

OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL

WASHINGTON, DC 20310-0300

DAPE-CPL

4 APR 1988

*Effective  
28 April 88*

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Interim Change to AR 672-20, Incentive Awards

1. Attached is an advance copy of an interim change to AR 672-20, Incentive Awards, which has been approved and forwarded for printing. The change prescribes the criteria and authorizes the use of three new honorary awards: the Superior Civilian Service Award, the Achievement Medal for Civilian Service and the Civilian Award for Humanitarian Service.
2. The certificates for the Superior Civilian Service Award (DA Form 5655) and the Achievement Medal for Civilian Service (DA Form 5654) will be initially distributed to the MACOMS upon delivery from the printer. Estimated delivery is on/around 6 April 1988. The Humanitarian Service certificate (DA Form 5652) is currently stocked at AG Publications and Distribution Center, Baltimore, Maryland and may now be requisitioned through normal publication channels.
3. The medals and lapel pins for all three awards are currently in the procurement process and are not expected to be available until Fiscal Year 1989. Activities are authorized to present the awards when the certificates are available and are requested to set up procedures for presenting the medals at a later date. As soon as the medals are in the supply system further notification will be provided.
4. The advance copy should be reproduced and forwarded to subordinate activities.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

W. J. SCHRADER, Chief  
Labor and Employee Relations  
Division

Atch

SUBJECT: Interim Change to AR 672-20, Incentive Awards

DISTRIBUTION:

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SUPERINTENDENT, U. S. MILITARY ACADEMY  
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COMMANDER, U. S. ARMY CRIMINAL INVESTIGATION COMMAND

DIRECTOR, CIVILIAN PERSONNEL DIRECTORATE, TAPA

FIELD REPRESENTATIVES

ATLANTA FIELD OFFICE

BALTIMORE FIELD OFFICE

DALLAS FIELD OFFICE

SAN FRANCISCO FIELD OFFICE

ADMINISTRATOR, U. S. ARMY CIVILIAN APPELLATE REVIEW AGENCY

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
WASHINGTON, DC

\*AR 672-20  
Interim Change  
No.  
Expires

I04  
28 April 1988

Decorations, Awards, and Honors

Incentive Awards

Justification. This interim change transmits criteria for three new civilian honorary awards. This change also revises the policy for granting honorary awards to indirect hire employees.

Expiration. This interim change expires two years from date of publication and will be destroyed at that time unless sooner rescinded or superseded by a permanent change.

1. AR 672-20, 1 June 1982, is changed as follows:

Page 1-1. Para 1-5, delete subparagraph e and substitute the following:

e. ~~Foreign nationals employed under indirect hire labor agreements with foreign governments are eligible for all awards described in Chapter 8, Honorary Awards and Other Recognition Devices. They are no longer eligible for Public Service Awards described in Chapter 10 and are not eligible for other awards in this regulation unless otherwise noted. Monetary awards prescribed to accompany the honorary awards listed in Chapter 8 may not be paid to indirect hire foreign national employees.~~

Page 1-2. Paragraph 1-8, Policy, add the following as last sentence of subparagraph a:

Consistent with the Army's Affirmative Action Program, commanders, managers, and supervisors will make special efforts to ensure that minorities, women, and other underrepresented groups are included, commensurate with their contributions, among those receiving monetary or honorary awards.

~~\*This interim change supersedes Interim Change I03, to AR 672-20, dated 8 July 1987.~~

Page 1-3. Paragraph 1-8, Policy, add:

1. Honorary awards may be given to civilian employees at any time in their careers, including occasions such as retirement, reassignment, transfer or separation, provided the individual's accomplishments fully meet the criteria for the particular award. Criteria are, of necessity, general; however, nominating officials are expected to exercise judgment in assessing the total contribution of the employee toward mission accomplishment, and selecting the award, within the hierarchy of awards, that best recognizes the specific accomplishments of the employee. While lower level honorary awards normally will precede receipt of higher level recognition, this is not an absolute prerequisite. The level of the specific contribution being recognized will govern. (See Table 8-2, Awards Hierarchy and Approval Levels Chart.)

m. When foreign nationals are nominated for either honorary or public service awards, the nomination will be coordinated with the American Embassy to assure the recognition will be compatible with the interests of both the United States and the foreign government. The coordination will be made a matter of record.

Page 8-4. Following paragraph 8-5 add:

8-5.1 Superior Civilian Service Award

a. This is the third highest DA honorary award and ranks directly below the Meritorious Civilian Service Award. It consists of a medal, lapel pin, and DA Form 5655 (Superior Civilian Service Award). The award may be granted by any commander at the 0-8 level and above and civilian equivalent. All appropriated and nonappropriated fund employees, both U. S. citizens and foreign nationals, are eligible for consideration for this award.

b. Nominations for this award normally will cover a minimum period of one year of service and will reflect superior service or achievement, or heroism of a lesser degree than that recognized by the Meritorious Civilian Service Award. When this award is granted for a courageous act or competence in an emergency, a minimum cash award of \$300 will accompany the medal. The nomination must be submitted within six months after completion of the act/period to be cited.

c. An individual who receives the Superior Civilian Service Award is eligible for a future grant of the same award if it is based on a different achievement or service performed during a later period. Succeeding



awards will be recognized by issuance of a laurel leaf cluster IAW para 8-7.

Page 8-4. The first sentence of paragraph 8-6a. is changed to read as follows:

- a. This is the fourth highest DA honorary award and ranks directly below the Superior Civilian Service Award.

The last sentence of paragraph 8-6a is changed to read as follows:

A nomination will normally cover a minimum period of one year of service and will reflect service or achievement of a lesser degree than recognized by the Superior Civilian Service Award.

Page 8-5. Following paragraph 8-6, add:

8-6.1. Achievement Medal for Civilian Service

- a. This is the fifth highest DA honorary award and ranks directly below the Commander's Award for Civilian Service. It is awarded for noteworthy achievements that are of a lesser degree than that recognized by the Commander's Award. It consists of a medal, lapel pin and DA Form 5654 (Achievement Medal for Civilian Service). Any commander at the 0-5 level and above and civilian equivalent may approve this award. All appropriated and nonappropriated fund employees, both U. S. citizens and foreign nationals, are eligible for consideration. A nomination would normally cover a period of service and/or level of achievement sufficient to warrant this recognition.

- b. An individual who receives the Achievement Medal for Civilian Service is eligible for a future grant of the same award if it is based on a different achievement or service performed during a later period. Succeeding awards will be recognized by issuance of a laurel leaf cluster IAW para 8-7.

8-6.2. Civilian Award for Humanitarian Service

- a. This DA honorary award is for humanitarian service(s). It consists of a medal, lapel pin and certificate, DA Form 5652 (Civilian Award for Humanitarian Service). Any commander at the MACOM or higher level and civilian equivalent may nominate individuals for this award. All appropriated and nonappropriated fund employees, direct and indirect hire foreign national employees, U. S. private citizens and private citizens and government officials of foreign nations, are eligible for consideration. Nominations would cover a period of service during which the individual performed significant

humanitarian actions, deeds, or achievements. Achievements deserving DA-wide recognition should be submitted for approval by the Secretary of the Army.

b. This award is for individuals who have distinguished themselves by meritorious direct "hands-on" participation in an act or operation of a humanitarian nature directed toward an individual or groups of individuals. Documentation must provide evidence which substantiates direct participation in a humanitarian act or operation, and must be submitted within six months after the act or after the act becomes known to the nominating official.

c. Succeeding awards will be recognized by issuance of a laurel leaf cluster IAW para 8-7.

d. See paragraph 10-6.2 to use as Public Service Award.

Table 8-2. (Awards Hierarchy and Approval Levels Chart) is added.

Page 12-1a(3). Add to para 12-1a(3):

(n) U. S. Army Criminal Investigation Command

Page 12-1. Change paragraph 12-1b to read:

Commander's Award for Civilian Service. Commands and activities will requisition yearly the medal and lapel emblem set. Federal Stock Number 8455-01-040-8180 will be cited. Requisitions will be sent to Defense Personnel Support Center, (Directorate of Clothing and Textiles) ATTN: DPSC-FOOA, 2800 South 20th Street, Philadelphia, Pa. 19101.

Page 12-1. Add paragraph 12-1d.

Procurement and availability of certificates and medals for the Superior Civilian Service Award, Achievement Medal for Civilian Service, and Civilian Award for Humanitarian Service. Initial distribution of DA Form 5654 and 5655 will be made to MACOM. As the medals become available, Federal stock numbers will be provided to all activities and/or MACOM, as appropriate, for their direct requisition.

Page 12-1. Following paragraph 12-2a(5), add:

(6) DA Form 5655 (Superior Civilian Service Award) certificate.

(7) DA Form 5654 (Achievement Medal for Civilian Service) certificate.

(8) DA Form 5652 (Civilian Award for Humanitarian Service) certificate.

2. Post these changes per DA Pam 310-13
3. File this interim change in front of the publication.

(DAPE-CPL)

By Order of the Secretary of the Army:

CARL E. VUONO  
General United States Army  
Chief of Staff

Official:

R. L. DILWORTH  
Brigadier General, United States Army  
The Adjutant General

Distribution:

Active Army ARNG, USAR: To be distributed in accordance with DA Form 12-9A requirements for AR, Decorations, Awards and Honors - B.

TABLE 8-2. AWARDS HIERARCHY AND APPROVAL LEVELS CHART

<u>CIVILIAN AWARD</u>	<u>APPROVAL LEVEL</u>	<u>MILITARY AWARD</u>	<u>APPROVAL LEVEL</u>
Decoration for Exceptional Civilian Service	Secretary of the Army	Distinguished Service Medal	DA Chief of Staff
Meritorious Civilian Service Award	MACOM commander may redelegate to Major Generals	Legion of Merit	Commanders 0-8 and above depending upon purpose of award and rank of recipient
Superior Civilian Service Award	Commanders 0-8 and above and civilian equivalent	Meritorious Service Medal	Commanders 0-8 and above
Commander's Award for Civilian Service	Commanders 0-6 and above and civilian equivalent	Army Commendation Medal	Commanders 0-6 and above
Achievement Medal for Civilian Service	Commanders 0-5 and above and civilian equivalent	Army Achievement Medal	Commanders 0-5 and above
Certificate of Achievement	Activity commanders may delegate to directors.	Certificate of Achievement	Local commanders
<hr/>			
Civilian Award for Humanitarian Service	Major commander and above and civilian equivalent	Humanitarian Service Medal	US Total Army Personnel Agency